

THE TRANSFORMER



CONGRATULATIONS TO TRANSPORTATION'S NEWEST MASTER SERGEANTS

AFSC 2T0X1

ABNEY JOSEPH R SR
ALLEN G LINNAE
ANDERSON CHARLES W
ATKINS ANTHONY A
BISHOP VERLINDA M
BRANCH JAMES E
BRIDGERS GERALD D
BROOKS BOBBY
CAMERON RONNIE D
CROCKETT JODY L
DAHLINGER JEFFREY
DOBBS MICHAEL L
HICKEY ANN E
HOLT LONNIE J III
HORTON NATASHA
HOUSE KRESTA E
JOHNSON THOMAS L
JONES CHRISTOPHER
JONES JEFFREY L
LEE HYON S
MCCANDLESS BRIAN E
MIDKIFF STEPHEN J
MOSS DAWN M
POLSON GREGORY L
REIFF MARTIN H
ROUSSIN MARLENE E
SANTERO GREGORY D
SCHERER JOEL A
SURLIN VICKI Y
THOMAS KENNETH G
WASHBURN TAMRA K
WATKINS CARL
WHITEMAN MARK T

WITHAM RICHARD A
WYNES DAVID G

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AMODIO ANGELO N
BIRD JAMES P
BROWN MICHAEL D
CARROLL MARK D
COLLINS RODNEY W
COMAS FREDDIE J JR
DAGEN GLEN A
DANGLEBEN ALLAN M
DAVIS BILLY E JR
DAVIS DONNA J
DAVIS GRACE J
DICKENS KEITH B
DOWDEN JAMES P
ERVIN NATHANIEL II
FLORES MICHAEL A
GRIFFIS ROBERT D
HEATON DAVID F
HILGENBRINCK WILLI
HOLLAND ANDREW G
JACOBSON JOHN L
JAMIESON BOYETTE L
JONES THERON J
LUE DIANNE L
LUND MARTIN L
MCLAURIN DARRELL T
MIDLO ROBERT E
OBRIEN GEORGE W JR
PAFF BOBBIEJEANNE
PARKER MARVIN V
PRICE JAMES E

REXRODE JEFFERY B
ROACH JAMES P
ROBERTS CHARLES L
ROTH LADINE K
SCHNECK TIMOTHY W
SCOTT ANDY E
SPEAKMAN CLIFFORD
TURNER JAMES E
WEBSTER CLAY A
WHITAKER PHILLIP C
WOMACK CHRISTOPHER

AFSC 2T2X1

ALEXANDER VINCENT
ATUAIA SIAKI P
BAILEY JAMES J
BARKER MICHAEL T
BEAUREGARD ROBERT
BOCK DAVID A
BOLTON ROBERT G
BRANCH MICHAEL D
BRINLEY MICHAEL R
BRYANT MARK F
CHESLA WILLIAM N
CITRO MICHAEL C
CONSTABLE EDWARD D
CORNELISON KEVIN L
CRAWFORD MICHAEL R
CROFT KELLI L
DELVALLE NELSON
DRAPER JOHN E
DUNBAR RODNEY L
ENOS BART W
FARLESS RANDY T

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FITZPATRICK GRETA
FOLSOM GENE L JR
FRANZEN ROBIN L
GARNSEY KENNETH L
GAUSE KENNETH R
GLAUM TERRY L
GOAD ERIC K
GUSOSKI WILLIAM C
HAIRSTONHUNT SUSAN
HARTEL BRADLEY S
HARVIN CLINT B
HERBRANSON TIMOTHY
HILL LISA M
HONEYCUTT BRIAN K
HURST JAMES A
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KASINEC DONNA J
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KELLEY JOSEPH H
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KIRK SHERRI A
KOMARA ANTHONY R
KORNETT BARBARA A
LEE KENNETH N
MACNEIL JOHN R
MARCHUS MITCHELL R
MARTEL ROBERT A
MAYO RODNEY B
MCELFRESH CRAIG M
MENENDEZ RAYMOND J
MIZGORSKI VINCENT
MONROE SEKSUN
MOORE DAVID W
MOSLEY MICHAEL H
MURA STEPHEN D JR
MURPHY CORNELIUS O
NAVARRO JOSE C
OBRIEN PERRY D
ORTIZ MARK A
PARKER CALVIN L
PHELPS LARRY L
PIASECKI SUSAN MAR
PICKENS JEFFERY L
PIKE DANA E
POWELL DAVID L
QUINONES SANDRA I
QUINTANA STEPHEN R
RANDLE LEONARD B
RATAJCZYK LEONARD

REED KELLY L
REED WALTER J
SADLER RANDY T
SAIA STEPHAN A
SAMAROO JOEL T
SCHAEFFER JAMES M
SCHLEGELMILCH GARY
SCOTT CHARLES T E
SEABROOK LEROY W I
SEEBER RAYMOND E
SESLAR RICHARD E
SHADDEN CLAIRE L
SHEEHAN MATTHEW P
SILVA ALAN J
SMITH GARY D
STEPHAN PETER S
SUAREZ CHESTER P
SWEENEY DAVID W
TAGGART RONALD E J
TALCOTT DARREN P
THOMAS EDWARD A
TRUMAN SHERWOOD N
TUCKER DWIGHT K
VILLALOBOS AGNES G
WAGNER JON K
WARREN JOHN R
WHITE ANTHONY L
WILLIAMS TERRY W
YERKINS CLIFFORD E

AFSC 2T3X0
BAYUS RICHARD M
BECKLER BRETT A
BERRY NEVIN R
BILLIOT JASON H
BONGATO ELMER B
BROWN ELFONSIA
CERVELLI ANTHONY J
CHASTEEN MICALL D
CHIARELLA RAYMOND
CLARKE PAUL R
DERRICK DAVID E
FARRAR FRANK W
FORRESTER ROBERT E
FROST DALE S
GAFFORD MICHAEL J
GARROW GREGORY A
GILBERT PERRY V
GORDON MICHAEL A
GOWER RICHARD S JR
GOYNES DON DUANE

HARDIN TOMMY
HIGGINS CRAIG A
HISER TIMMY G
HODGES DONALD R
HOEKSTRA MICHAEL R
ISAACS HENRY B
JACOBS TONY A
KING DAVID C
LITTLE JARRY A JR
MAGIERA KARL
MARTIN KENNITH
MILLER ADAM M
MOYERS HAROLD B
NAVASCA JOHN C
ODAIN MARLON A
OKONSKI ERIC B
PACHECO ROGER G
PALERMINI JOHN J J
PARKER GEORGE G
PHILLIPS BRIAN T
RANIERI DONALD M J
RICE JAMES E
RODRIGUEZ MICHAEL
SANBORN CURTIS A
SHINAGAWA NEIL S
SIBBETT DAVID L
SMITH MITCHELL C
SPECK LARRY E JR
SPECKER DANIEL B
UDELL CHESTER J JR
VILA FERDINAND M
WATSON BRIAN P
WELLMAN DON L
WENTZEL KATHLEEN J
WEST RANDEL A
WHITE GARY L
WILSON BRIAN K
WOLFE RUSSELL R
YATZECK CHAD R
ALEXANDER CHARLES
BOWLING BRIAN J
BURPO MICHAEL
CARTER MICHAEL A
FROEDGE DANIEL J
GONZALES ONESIMO J
HOWELL STEPHEN E
MADDOX DAVID W
TRAFFORD ORAN D JR
WINGFIELD BRYON L
WOOD HUBERT R C

TRAFFIC MANAGEMENT

Chief of Staff of the Air Force (CSAF) Logistics Review (CLR) and the 2T2/2T0 Merger:

By SMSgt Keith M. Harris

Superintendent, Traffic Management

15AF/DOZ

DSN 837-0577

keith.harris@travis.af.mil

Senior Leadership has a never-ending job of ensuring our resources are used wisely. A couple of ways to do that are through organizational changes and reconfiguration of AFSCs to best meet our wartime mission. When the mission changes, as it is now as we become an expeditionary force, some adjustment in human resource management is required. What does this mean to us, who have the 2T0XX AFSC?

We are going to change. Our career field must come to terms with this concept first. Once we have accepted that, even though we may still be apprehensive, we can then start looking at avenues for our greatest opportunity for future success.

CLR: One aspect of the Chief's Logistics Review, CLR, is to align like processes. At most bases, the biggest customer for the TMO is Base Supply and the biggest customer for Base Supply is the TMO. Why check in cargo through CMOS only to turn around and in-check cargo to SBSS? Why not check in cargo once to a system that will satisfy both requirements? Most bases already process base-destined cargo through Base Supply first to cut down on time from receipt on base to the time the item is in the end-user's hands. The paperwork is then handed to TMO to in-check cargo into CMOS. Combining these two like processes will cut down on man-hours.

AFSC Mergers: Merging the TMO AFSC with the Air Transportation or Supply AFSC is being considered. We have similar skills with both of these career fields. We operate MHE, have Hazardous Cargo handling skills and we sort/inventory/manage items, at least temporarily, in storage while awaiting onward movement. Whether you are part of the same Squadron or not is irrelevant. We 2T0XXs seem to have the most variety in our skills and are therefore best able, in my opinion to excel in either of these mergers. We already know the storage issues of supply warehousing and, through mobility exercises, we know a lot about the air cargo mission. How many times do the others do our job? Not often if at all. Go ahead, combine us, and I'll be promoted not only into my positions but yours as well since I come to the merger with broader knowledge.

Another Senior Leadership job is to provide a clear and manageable career path for our enlisted corps so they can become experts in their field and have promotion potential up through the most senior enlisted grade. This is a subject area currently being looked at by Air Staff personnel, reengineering team members and area experts such as manpower. However, even prior to their decision, we can draw on experience to predict promotion cut-off scores will be lower and promotion timelines faster for a larger AFSC. So if we merge, we may have better opportunity for promotion. A quick history lesson will show that our current AFSC was four different AFSCs 20 years ago. Yet we have members in our AFSC who have attained the rank of Chief despite the previous career field restructuring. The apprehension you feel that promotions may be harder for you are the same apprehensions all the people you will test against must face, thus placing all individuals on the same level playing field. And, as I mentioned earlier, you may be better prepared to compete against them than you think.

It makes no difference, one way or another; things are changing and we need to change too. We should do it because it is the smart thing to do. This is a bold new streamlined process future that you can help mold.

MTMC begins development of revamped DoD personal property moving program

By Mr. John Randt

HQ MTMC

Alexandria, VA 22332

(703) 428-2464

randtj@mtmc.army.mil

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After nine years of tests and evaluations, the Military Traffic Management Command has begun work on a total revamping of the personal property moves of the nation's service members. MTMC held a startup meeting June 19 that included representatives of the Department of Defense's military services and moving industry. The goal of the group is the development of a prototype-moving program, with supporting milestones and estimated costs, by Aug. 30.

"We want to give service members the services they want and deserve," said Col. Patty Hunt, former Deputy Chief of Staff for Passenger and Personal Property at MTMC. "We are going to do this by improving the processes and adopting more commercial practices." The Air Force officer oversees the MTMC program that performs an average of 500,000 personal property moves a year. If adopted, the program could be implemented as early as Oct. 1, 2004.

The existing program, now 30 years old, has generated many customer quality control complaints. To develop the plan for the new program, traffic manager Dinah Locklear outlined a fast-track process that calls for completion within seven weeks. The process will involve integrating representatives of the military services, commercial industry and MTMC into seven work teams. These teams will focus on rates, payments, acquisition, claims, quality control, information systems and implementation.

"We will have to stay focused," said Locklear. "We will work as teams. We will have to work daily and then we will report back on our progress at a meeting every Wednesday." As team members work, said Locklear, they must keep in mind three critical areas identified in a recent Transportation Command report that reviewed MTMC's personal property program and a quartet of pilot programs designed to improve it. The three areas cited in the report as needing improvement are: acquisition process, information systems technology, and liability/claims process.

The pilot programs, including one directed by MTMC that ended in January 2001, provided many insights into potential enhancements, said Locklear. Many features in the moving program pilots are supported both by the military and the commercial industry, she said. Potential features of a new program in this category include:

- Full replacement coverage.
- Best value distribution.
- Direct claims settlement.
- Quick claims settlement.
- Direct communication between member and carrier.
- Government forms reduction.
- Customer satisfaction survey.

"We have learned a lot from our pilots," said Cullen Hutchinson, MTMC's Deputy Chief of Staff for Passenger and Personal Property. "If we use that knowledge we can leverage our progress." Meeting participants were enthusiastic about the revamped program development. "I'm extremely excited," said Maj. Fred Hyden, representing the U.S. Marine Corps. "We have wanted to do this for some time. There is definitely an opportunity for us to provide quality of life for our service members. Hyden's U.S. Navy counterpart agreed.

"The meeting went well," said Cmdr. Sam Kojm, who works on transportation policy issues for the Navy Staff. "This has been a good introduction to the baseline of what the requirements are." Representatives from a trio of moving associations attended the meeting, including the American Moving & Storage Association, Household Good Freight Forwarders of America, Inc., and Military Mobility Coalition.

"There is a lot of ground to cover," said Scott Michael, Vice President Membership and Government Traffic, American Moving & Storage Association, Alexandria, Va. "I think e-mail will help expedite the process and allow people to be involved." Michael's counterpart at the Household Goods Freight Forwarders of America, Inc., Alexandria, Va., agreed.



Cullen Hutchinson (left, standing), of MTMC, discusses personal property issues.
Cmdr. Sam Kojm, of the U.S. Navy. MTMC's Dinah Locklear is pictured at center, seated.

Summer Surge Moves Slow This Season

By Mr. Don Dees
Public Affairs Specialist
HQ MTMC
Alexandria, VA 22332
deeds@mtmc.army.mil

Service members moving in this spring-summer's high personal property move period may be getting a break this year. Military and trade officials say the number of household goods shipments may not be as large as it has been in the last two to three years. Fewer moves mean a less hectic schedule for personal property firms and their equipment and people. Typically, this translates into an easier move for service members and their family members.

“No one knows what to expect really, but we don’t think the volume will be as heavy as last year,” said Terry Head, President, Household Goods Forwarder's Association of America, Inc. Roughly half of the annual average of 500,000 personal property moves managed by MTMC occurs between May and August each year. World events are making it difficult for transporters to pinpoint the number of Department of Defense household goods moves that will be made during this summer surge.

“We have a large number of people graduating from schools this summer,” said Jolie Lay, Chief, Personal Property Division. “There are a lot of folks coming out of Leavenworth this year.” As an example, the Army’s Command and General Staff College, Fort Leavenworth, Kan., will graduate about 1,100 mid-grade officers this summer. “Right now, the place is jam-packed with moving vans,” said Bob Kerr, of the Fort Leavenworth Public Affairs Office. Trucks are parked along streets and around cul-de-sacs across post, said Kerr.

While some schools may have a higher volume of students to move this summer, other issues may lessen the load during this year’s peak season. “Stop-Loss will likely keep our numbers down,” said Cullen Hutchinson, MTMC’s Deputy to the Deputy Chief of Staff for Passenger & Personal Property. Army Personnel Command reported 2,800 soldiers are currently ineligible for separation due to Stop-Loss. Soldiers in that group, who would have separated, would have been granted a final shipment.

Military households account for roughly 10 percent of the moves performed by professional moving companies each year, according to industry estimates. That makes MTMC the movers' biggest customer. “We’re competing with Corporate America for movers,” said Hutchinson. Half of the industry's \$7 billion in annual revenue comes from the busy four-month period. “A major corporation might move 1,000 people a year at most,” said Hutchinson. “That’s a gnat’s eyelash to us. Fort Belvoir moves more than that alone.”

The personal property moving office at Fort Belvoir, Va., handles moves for service members throughout the National Capital Region of Washington, D.C. “Due to the low volume of corporate moves, MTMC will not be vying so much against the private sector for experienced carriers this year,” said Head. “When Corporate America move volume is heavy, carriers rely more on casual labor to support the surge and this year there will be more experienced movers available for military shipments,” said Head. “The

temporary-hires brought in most summers have a higher instance of claims against them,” said Head. With fewer temporary workers, there should be fewer claims.

While a slower season may mean less revenue for the carriers, it means more quality moves for customers. The Personal Property Division at MTMC sends a message to installation transportation offices each year, reminding transporters of methods to alleviate some surge-related burdens. “The official message provides some latitude in normal procedures,” said Lay. The message allows installations to use carriers that might otherwise be considered too expensive. The message also reminds transportation officers to encourage customers to start their shipment plans as soon as they receive orders. For service members and defense employees, there are tips available in Army Pamphlet 55-2, "It’s Your Move," available online at http://www.usapa.army.mil/pdffiles/p55_2.pdf.

The publication includes tips like packing small, valuable items to hand-carry to the new duty station. The “Its Your Move” pamphlet also lists items that may not be shipped as household goods. Live animals and building materials are among these items. The pamphlet outlines customer responsibilities as well. Items for shipment must be removed from attics and crawl spaces because movers are not required to enter areas where they cannot stand upright. Besides the military publication, customers can get advice from commercial sources as well. The American Moving and Storage Association have a Web site at <http://www.amconf.org/>. The main page has a link to the organization’s customer handbook and other links with tips on moving fragile or special possessions. The association is a group of moving professionals committed to providing quality household good shipments. The Household Goods Forwarder's Association of America is an organization of movers working in close cooperation with the Department of Defense to improve service member moves. Their Web site is <http://www.hhgfaa.org/>.

Centrally Billed Accounts (CBA) Pay for Travel

By Ms. Mary Hall, GS-12
Traffic Management Specialist
HQ AETC/LGTT
Randolph AFB TX 78150-4440
DSN 487-4776

To comply with the DoD mandate to reduce the use of government unique Government Travel Request (GTR) to the maximum extent possible, all AETC TMOs have transitioned to the government travel card (GTC). In January 2000, AETC/CC mandated the use of individually billed accounts (IBA) GTC to the maximum extent possible. Eligible travelers in AETC are using the IBA government travel card.

However, thousands of students in the command are not eligible for the IBA. Their travel is charged to a centrally billed account (CBA) government travel card maintained in each TMO. The transition from the GTR to the CBA was not without some challenges. Since the CBA is a credit card, it is billed monthly, unlike the GTR that was billed weekly. We tested using four different CBA accounts (one for each week) at one of our bases, but found it more difficult to manage than processing one larger monthly bill. However, some TMOs with a consistent amount of ground travel each month maintain two CBAs, one for airline tickets and one for ground travel.

The reconciliation of the monthly GTC statement is somewhat different than processing GTR bills. At the end of the billing cycle, Bank of America (BoA) sends a “hard-copy” bill to the TMO and an electronic interface file to the commercial travel office (CTO). The CTO processes the bank file against their accounting system and produces a reconciliation report to identify matching (valid) charges between the two files and a report that identifies unmatched items. The TMO and the CTO research unmatched items and if any charge is found to be invalid, the TMO disputes the charge with BoA. The CTO reconciliation listings are sorted by invoice/itinerary number order. This sorting puts the applicable CTO service fee charge directly below the airline ticket charge, making reconciliation easier. The TMO assembles copies of the passenger name records (PNRs) and travel orders behind the matched items listing. The package, along with a certified SF1034 and backup-billing disk, are then sent to Defense Finance and Accounting Service (DFAS) for payment.

The transition to CBAs was not easy. But AETC TMOs stepped up to the challenge. They have done a super job processing invoices and submitting them to DFAS for payment in a timely manner. Thanks to the cooperation of DFAS San Antonio, AETC completed the transition to the CBA billing process and has almost completely eliminated the GTR.

Power Track Use Increases for MTMC Carrier Payments

By Mr. John Randt

HQ MTMC

Alexandria, VA 22332

(703) 428-2464

randtj@mtmc.army.mil

All transportation carriers of domestic military cargoes for the Military Traffic Management Command are now paid by PowerTrack automated software. "In a period of three years, MTMC has instituted PowerTrack payments as a requirement for all freight shipments," said Tom Hicks, MTMC coordinator.

"This is an incredible achievement," said Hicks. "It pays the carriers promptly and provides us a treasure trove of transportation data. We absolutely would not have had the success with this initiative without the full support of the military services, defense agencies and our industry partners." In the last fiscal year ending 30 Sep 2001, Power Track paid \$1.1 billion in MTMC transportation charges based on 2.7 million transactions. Currently, there are 550 participating MTMC transportation carriers. The largest category is 430 trucking firms. Other carriers include: Barge 25; pipeline 20; rail 20; and ocean 15.

Not included in the PowerTrack payments are personal property carriers for MTMC's household goods shipments. Power Track is an automated payment system of USBank, in Minneapolis. For a sliding fee of 1-2 percent, depending on contract award, carriers are paid within several days for their shipments. The Defense Finance & Accounting Service, in turn, reimburses USBank.

"The automated payment system has been well received by our carriers," said Hicks. "This includes truck, rail, barge, air, pipeline and ocean carriers. Our transportation partners receive their charges promptly and move on to other business. They don't get involved in the process of seeking reimbursement from the Defense Finance & Accounting Service—which, in the past, was sometimes lengthy." MTMC mandated Power Track payments for its military cargoes in the fall of 2000. Within a few months, said Hicks, most carriers switched to the USBank payment system. In the year that followed, additional carriers were added. "We're at 100 percent today," said Hicks.

MTMC carriers are positive about their PowerTrack experience. "With only a few exceptions, CSX Transportation's experience has been outstanding," said Jon Meyer, Senior Account Manager. "We're often paid in less than the three business days as provided for in the agreement. Compared to the paper environment, which often took upwards of 70 days, this is a real cash flow benefit for CSX Transportation." Landstar trucking was equally supportive. "Landstar is pleased with the performance of PowerTrack, especially with the speed we're being paid, and the ease of working with the shippers in dispute resolution," said Dave Larson, Vice-President, Government Transportation Services. "Our only complaint is that government agencies other than the Department of Defense have not adopted Power Track as their billing and payment system."

The use of Power Track represents labor cost savings for Maersk Sealand. "The number of man-hours required in managing the military contract revenue have decreased significantly," said Tony Nowotarski, Director of Government Marketing. "More importantly, the length of time it takes to receive payment has reduced dramatically from an average of 45 days to an average of 4.5 days. "It is a revolutionary initiative."

"Power Track is one of the most successful parts of Management Reform Memorandum #15," said Hicks. The Department of Defense initiative seeks to implement commercial practices within the transportation system in lieu of government-unique or military-unique systems or processes. The payment system was approved by the Department of Defense in February 1999. As of 31 March 2002, Government Bills of Lading may no longer be used for invoicing domestic freight shipped by the Department of Defense.

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Domestic freight shipments like this railroad move of the 101st Airborne Division (Air Assault) at Fort Campbell, Ky., are now all paid via Power Track automated software.

New MTMC Program: Service Member's POVs Eligible for Long-Term Storage

By Mr. Charlie Helfrich

Chief, Privately Owned Vehicle Storage Branch

HQ MTMC

Alexandria, VA 22332

(703) 428-2464

helfrichc@mtmc.army.mil

Military service members ordered to overseas assignments where they are prohibited from taking a personal vehicle may now take advantage of a new Military Traffic Management-sponsored storage program. Since 1 May 2002, MTMC offers long-term vehicular storage for eligible service members headed overseas. American Auto Logistics, Inc., the contractor that runs MTMC's Global Privately Owned Vehicle Contract, administers the new program. "The contractor has provided high-quality service under the contract since it began in 1998," said Charlie Helfrich, Chief, Privately-Owned Vehicle Storage Branch. "We expect this level of service will now continue to be offered as a customer-focused privately owned vehicle storage service to military service members." Previously, there was no standard storage system for privately owned vehicles. Service members made use of a variety of storage programs and policies, which varied by military installation. Under the new program, service members may leave a vehicle for storage at any of 39 vehicle-processing centers worldwide. Other transfer points include Department of Defense and American embassy vehicle processing centers. MTMC will store the vehicle until the service member returns from overseas duty. "Our contractor will maintain the operating condition of all stored vehicles in accordance with recommendations of the vehicle manufacturer," said Helfrich. Other contract provisions include:

- Single point of contact
- Claims settlement within 45 days, and
- Streamlined settlement of small claims

"We are delighted to offer this additional benefit to the Nation's service members," said Bill Antonelli, Vice-President. "This provides them with a uniform method for long-term storage of their personally owned vehicles." For additional information, contact your nearest installation transportation office.

VEHICLE MAINTENANCE

Human Factors in Vehicle Maintenance

By TSgt Joseph R. Winfield

100th Transportation Squadron

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Vehicle Maintenance
RAF Mildenhall, UK

Picture this: You arrive for work at 0715 and you're late for work. You overslept because you failed to remember to turn on your alarm clock after you got home from that 0200 mobile call. You run to the locker room, change into your coveralls and arrive at your toolbox just in time to meet your boss. You give him an update on the vehicle you're working on and assure him you'll have it finished by lunchtime. After all, you just need to repair a tire with a slow leak and finish up the Scheduled Maintenance.

The SHEL model or concept is named after the initial letters of its components, Software, Hardware, Environment and Liveware. This building block was first published some years ago in a European community paper, written by a Mr. Hawkins. This model has been in use throughout the Human Factors community for years. Now, let's talk about the components of the model, and how they affect you.

There is a matching process that must take place to have a sound understanding of this model. Take for example the center block. This is commonly referred to as the Liveware. Liveware is man; you are the most valuable, as well as the most flexible component in the model. Most of the actions of man can be predictable in most given situations. You're at the hub of the SHEL model of Human Factors. The edges of the blocks are not exactly square. They have misshapen edges that require matching. All remaining components must be adapted and matched to fit this most critical and center component to avoid stress and system breakdown. There are many variables involved with the center block: physical size, shape, input characteristics, and information processing. Again, there have been copious amounts of material authored, so I will only highlight the most relevant topics for your consumption.

The Matching Process

To reiterate, you're the most valuable component of the SHEL model and all other components must fit you. Let us start with the Liveware-Hardware components. This interface refers to you and the equipment and machines (Hardware) used throughout your daily routine. Remember the jack you were using earlier? This matching covers such things as equipment design and construction, or simply put, ergonomics. Could you have used a pneumatic jack, assuming there was one available? That would have eliminated the need for you to pump the handle hoping to lift the vehicle from a safe point. Due to the construction of the jack, you have to pump and look, pump and look. The pneumatic jack would allow you view the lifting pad from a comfortable position, thus ensuring an effective, not to mention safe, vehicle lifting operation.

The next interface that often takes place is the Liveware-Software match. This covers the nonphysical or less tangible aspects of the system, such as procedures, manuals, checklists, and as of late, computer programs. I'm sure you have had some sort of annual safety training. Remember that Air Force Form 55? I'm sure you have the faculties and Technical Orders to use in instilling proper safety procedures. Don't try to memorize every procedure, that's the basic concept of checklists; they have the work done for you. How many times have you heard your supervisor say, "Run the checklist, that's what it's for!" It is the same situation with Human Factors.

The Liveware-Environmental match is the next interface with which Human Factors is concerned. This measures how well you are protected from the environment. Remember that in the scenario you had the attitude of (and I quote), "This should only take me a few minutes and I'll have it repaired and back on the road in no time at all." Does that mean you had the same mentality towards personal protective equipment? I bet it did! In your rush you failed to don your hearing protection and eyewear. I mean it's only going to take a minute, right? Take that extra 1-minute to protect yourself. Your boss needs you, *his* boss needs you, and certainly the Air Force needs you. So protect yourself.

The last and most complicated match is the Liveware-Liveware match. This encompasses the interface between yourself and other people. This component affects leadership, cooperation, teamwork and personality interactions, such as the different personality traits between you and your supervisor, your friends and co-workers. I hear all the dirt people have to say about one another. But seriously, this is the most significant match there is to be made. Remember when I said that all blocks must fit and you as the center are the most elastic? Between the Liveware-Liveware match there is a lot of movement happening. Influencing behaviors, attitudes and personalities have a lot of room to play here. The cognitive thought processes are also involved when you are dealing with yourself. Again, remember returning from that 0200 mobile call? My guess is that you were called out at midnight? Were you asleep? How was your attitude before, during, and after the call? You awoke late for work, rushed around the house or your dorm room frantically looking for your boots that you tossed in the corner of the room (subconsciously) after you returned from the mobile call. You struggled for a way to start your day, but your circadian rhythm was thrown out of balance by coming to the startling realization that you are late for work. Again, referring to the scenario, was your decision making process in error somehow? Could

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you have made the decision to S-L-O-W down? Since you cannot change the past, you must think of ways to *positively* change future events. Could you have called your duty section, described to them that you were on a late night mobile call and that you just awoke, but you would be in no later than 0730? It may seem humiliating to broadcast your shortcomings to others (being late), but what could be the consequences otherwise? Referring to the scenario, you made the cognitive decision to *not* use jack stands. You digested all the inputs you had, and made a split second, and potentially disastrous decision based on one assumption. You are still playing catch-up with your day. Your thought processes are actually five to ten minutes behind your actual current situation. In other words, you were still concentrating on a particular problem and made a false assumption about others. Remember, you have a vast capacity for sensing information, but the decision making process has just one single channel. In other words, your decision-making channel is being time shared between all the different inputs. Thus, the chances of you making an incorrect decision based on emotional stresses are high. A very important contributor to human error is false hypothesis and mistaken assumptions. Take your time to clear your mind and think the situation through.

The moral of the story is slow down and take your time. I know that we are under operational pressure. However, that is not an excuse to cut corners where safety is concerned. Take the time to familiarize yourself with all shop equipment, how it operates, and how it can help you do your job more efficiently and safer. You have a considerable amount of information in print at your fingertips. Use all the references available for your duties. Knowledge is power. Don't commit to memory complicated or cumbersome procedures. Like an anti-G suit to a fighter pilot, all your protective equipment should be second nature in needed situations. Besides, most if not all, of the equipment is provided to you at no charge. Technicians function as groups, and group influence can play a pivotal role in determining behavior and performance. Did you check your attitude at the gate? Are you concentrating and being cognizant of your surroundings? Are you making efficient, safe decisions for yourself as well as all involved? Now that we are coming to the end of class, guess what? It is final exam time. Your exam is this. After you finish reading this article, incorporate at least one, or all four above components in the next situation that confronts you. Whether it is as simple as pulling your next vehicle into the shop or taking on your next large project, simply apply the aforementioned principles and you will have situational awareness. That is half the battle.

Two thousand years ago the Roman orator, Cicero said, "It is in the nature of man to err..." Very eloquently put, but he had not done his Human Factor homework. Now that you have done yours, don't preserve the errors of others. Learn from them and understand that neither you nor the Air Force can afford any adverse trends in mishaps.

AERIAL PORT

The importance of Customer Service

By 1Lt Todd Walker

Customer Service Flight Commander

436 APS/TROO

Dover AFB, DE

DSN: 445-6276/4262-5/426

todd.walker@dover.af.mil

At the Dover AFB, DE Super Port, we currently have 9 of the best investigators this side of Matlock. You see, Customer Service Branch (CSB) is, at least to me, the most important process in shipping cargo. Our aerial port could not function without the men and women of our Customer Service Branch. CSB is the central point of contact for all our customers that ship their cargo in and out of the port. I have always been amazed at organizations that have been able to keep the same personnel for an extended period of time.... I feel this is important in customer service because our customers deserve to have trained professionals at the other end of the phone when they call. On average, our professionals have been working transportation issues for 20+ years.

As in any customer service section, we deal with problems. Our folks currently work over 2,000 phone calls a month, 1,000 frustrated items and process over 1,500 no-hits. No-hits are our biggest problem and we are working diligently with our Airlift Clearance Authorities to tackle this issue. The definition of a no-hit can be described as any cargo that has not been processed, "advanced" by the shipper into the Defense Transportation System (DTS). There are many different systems that shippers can use to advance their cargo...maybe there lies the problem we are faced with. Our job is to get cargo to the war fighter. When cargo isn't properly entered into the system, our customers are left waiting.

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In all reality, the ports rely heavily on the shipper. It's the shipper's responsibility to ensure their cargo is marked, advanced, labeled, and packaged correctly. When that doesn't happen, responsibility should not rest on the ports for reconciliation. Obviously in a time of war, we realize there are time-sensitive shipments that must move, thus, we will provide assistance. Unfortunately, that assistance starts to become expected and abused.

It's imperative that we all realize that there are rules and regulations that govern the movement of cargo through the DTS and we must follow these directives. I understand that many of our customers are not experts in shipping cargo via military airlift. If there are ever any questions, contact your experts...if you are lucky, there's a customer service branch somewhere on your base. If not, call us...we will be more than happy to assist you.

COMBAT READINESS

USE OF 463L PALLETS, NETS, & TIE-DOWN EQUIPMENT

By MSgt Al Schaffer
HQ AMC/DOZE
Scott AFB IL 62225
DSN 779-4951
Coml. (618) 229-4951

Air Mobility Command aircrafts have always provided outstanding support to deploying forces. An unbelievable amount of cargo has been moved since the 9/11 tragedies--everything from bullets to beans have been moved to support the war on terrorism. Without the 463L systems on the ground and in the air, the amount of cargo moved would be drastically reduced.

463L pallets, nets, and associated cargo tie-down equipment are crucial components of the airlift portion of the Defense Transportation System. In normal operations, they maximize available airlift capability and reduce aircraft ground time by allowing for load planning and pallet buildup prior to the aircraft arrival. During contingency situations, their availability at the right place and time can be the determining factor in a mission's success or failure. Our responsibility, to cost-efficiently maintain readiness capability, mandates stringent management of these assets at all levels.

DOD 4500.9-R-1, Volume II, Management of System 463L Pallets, Nets, and Tie-down Equipment is the prescribing directive used by all DoD activities. Although pallets and nets may be authorized to, and in the custody of, any Service or DoD Agency, they are Air Force property, funded and purchased by Air Force Materiel Command (AFMC). This publication also states, "To secure cargo to pallets, units must procure and control their own pallet couplers, plastic coverings, tie-down equipment (less nets), and dunnage and/or shoring. It is not the responsibility of the local air terminal to provide tie-down equipment to deploying units."

The resupply effort for Operation ENDURING FREEDOM from CONUS depots has sent thousands of pallets and nets, full of cargo to forward deployed locations with virtually none of them being returned to the airlift system for reuse. Our office has received numerous photos from forward deployed sites that show blatant misuse of pallets and nets. Some photos show pallets being used as flooring, walls, bunker lids, footbridges, etc. Other photos show netting that has been exposed to the elements and sun bleached. All these things make assets unserviceable.



463L Nets



463L Pallet

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463L Pallet

DoD does not have an unlimited supply of pallets, nets, and tie-down equipment. It is imperative that deployed forces expedite the return of all of these assets to the AMC airlift system. Our office stands ready to assist you. If you have any questions, please call HQ AMC/DOZE, DSN 779-4951, commercial (618) 229-4951, or e-mail amc-doze@scott.af.mil.

OTHER ITEMS OF INTEREST

Importing Nonconforming Vehicles to the United States

By Susan H. Barton

Program Manager
Military Customs Office
Ramstein AB Germany

Driving the Autobahns of Germany in a new Mercedes, BMW or Porsche may lead some members to envision driving their dream car on the Interstates of the US. In order to make that dream a reality, the vehicle must be manufactured to US specifications. If not, the additional costs of importing a foreign-made, nonconforming vehicle may bring some members back to reality.

Vehicles not manufactured to US specifications must be imported by a Registered Importer (RI) recognized by the Department of Transportation (DOT) and an Independent Commercial Importer (ICI) recognized by the Environmental Protection Agency (EPA). Vehicles over 25 years old are exempt from this requirement.

The RI/ICI converts the vehicle to comply with DOT/EPA specifications for the model year of the imported vehicle. DOT conversion work must be warranted for 8 years and a \$2,000.00 parts defect. EPA conversion work must be warranted for 50,000 miles or 5 years, whichever comes first.

The DOT and EPA recognizes no conversion work made by individuals or overseas companies. Overseas conversions are not licensed or warranted by US agencies. Members importing a vehicle "converted" overseas risk fines, extra bonds and storage costs, and will probably lose the money paid to have the "conversions" made.

EPA and DOT estimates that shipping and conversion costs for importing a nonconforming vehicle can average \$7,500.00. These costs are not reimbursable. In addition, the member must post a bond of one and a half times the value of the vehicle.

A nonconforming vehicle may be shipped to the US via the Defense Transportation System. The member must show written proof that they have entered into a contract with a RI/ICI located near the final destination CONUS vehicle-processing center. The member is responsible for any excess costs resulting from the inland movement to their RI/ICI that is beyond the area of entitlement, which is usually the POV delivery point nearest their new permanent duty station.

A nonconforming motorcycle cannot be shipped in a household good shipment. It must be shipped separately or as a POV.

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A list of Registered Importers is available from the following website: www.nhtsa.dot.gov/cars/rules/import or call 1-800-424-9393. For information on Independent Commercial Importers, call the EPA at (202)-564-9660. Additional information can be obtained from the US Customs website, www.customs.ustreas.gov/imp-exp2/informal/car.htm.

The above information was compiled from the US Customs brochure "Importing or Exporting a Car" and the Military Traffic Management Command pamphlet "Shipping Your POV."

Base Operating Support (BOS) Program Managers Chart Course for Success

By Capt Lisa Hess
AF/ILGX
Logistics Readiness Org Concepts
AF Pentagon, VA
DSN 227-5761
Coml. 703-697-5761

Ms. Rita J. Maldonado, on behalf of the Air Force Civil Engineer, Maj Gen Earnest O. Robbins II, welcomed more than 80 attendees from across the Air Force to the inaugural 2002 Base Operating Support (BOS) conference held 20-21 March 2002.

Commensurate with the conference theme, "Teaming Together for the BOS Vision," this event included Air Staff and Major Command experts in the fields of financial management, transportation, services, supply, civil engineer and staff agencies, to discuss and share insights for building a better program to advocate for BOS resources. The conference focused on working toward the common goal of building a strong BOS program and sustaining it by involving functional representatives and encouraging them to take ownership of their activities in the planning, programming and budgeting system. The BOS program provides funding for transportation, security forces, comptroller, dining and lodging functions, contracting, chaplain, staff judge advocate, and other installation support activities.

Ms. Maldonado, Resources Division Chief, Office of the Civil Engineer (HQ USAF/ILER), oversees the planning, programming and execution of the BOS program. Her office provides a single point of advocacy for the \$2.6 billion annual program that touches every Air Force member in some significant way, both on and off duty. She stated, "This was an important conference for a number of reasons. It was the first time all of the main BOS players were given the opportunity to gather in one place to discuss the relevant and current BOS issues. The wide range of backgrounds of the conference attendees and the team-oriented approach of the conference resulted in some great value-added discussions. Equally as important, we were able to present the prototype of the BOS model directly to the primary audience of end users. Finally, we received immediate feedback and suggestions on how to improve the model, which I am certain will make for a better, more user-friendly final product."

The conference keynote speaker, Mr. Arthur J. Myers, Director of Services, Headquarters United States Air Force, echoed the conference theme as he shared Services' vision, challenges and successes in support of the war-fighting mission. His leadership, enthusiasm and sponsorship of the BOS program were evident throughout his entire presentation. He emphasized the importance of BOS and challenged the conferees to diligently work at defining and defending the products and services that are most important to their customers as they support the Air Force mission.

BOS requirement advocacy has always been a unique challenge. However, under the leadership of the BOS Executive Steering Group (ESG), which is comprised of AF/ILE, SAF/FMB and AF/XPP, an Integrated Process Team (IPT) was formed and embarked on chartering a new approach to defining BOS requirements. The ESG's effort to develop a BOS Model was initiated last year to simplify the process. A key part of the conference was dedicated to discussing the model development. Mr. Dan Dannemueller, President of Knowledge Management Solution, Inc., is heading the contractor team tasked with the development of the BOS model. He offered his thoughts, stating, "The participants shared experiences, concerns and discussed how the new concepts presented in the BOS Model can be applied and enhanced to benefit all AF personnel in the future. The major command functional representatives felt it was a great start towards enabling the BOS vision and they want to be part of the process in the future."

The conference also featured presentations from many different functional perspectives including Services, Transportation, Financial Management and Plans and Programs. The diverse assemblage reaffirmed the fact that BOS is a multi-disciplined program with many players, each of whom must work together to ensure BOS advocacy throughout the corporate structure. Captain Lisa Hess, a Transportation Resources Officer from HQ USAF/ILTRR, appreciated the chance to discuss issues with the financial management representatives. She stated, "The BOS conference was a great opportunity to better link functional policy makers with the financial

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community. Once we can articulate impacts to under funding transportation in both mission and ‘money’ languages, we can expect to be more adequately funded for our hurting base-level programs.”

For most attendees, it was their first opportunity to view the Model and the overall response was very positive. During the two conference breakout sessions, conference attendees were given the opportunity to access the web-based BOS Model and to participate in actual hands-on usage of the model. The sessions were followed by open and candid forums, which provided the attendees the chance to provide feedback to staff and fellow conferees on the Model and to recommend model enhancements. MSgt Russell Demoss, a financial manager from HQ AMC/FMA, shared, “I thought the conference was useful to hear how other functional areas are viewing the model. I think increased MAJCOM functional involvement will help create ‘buy-in’ for using the model as well. I also found the conference informative in helping me understand the big picture as we ‘put a face’ to BOS.” Captain John Cronin, a Services Officer in HQ USAF/ILVP, found the functional breakout sessions particularly useful. “As an organization, we now have a greater understanding of the overall intentions of the model and ultimately we will be able to more effectively advocate for funding,” he said. Another conferee, Ms. Liz Day, Chief of Mission Resource Management at HQ AETC, was also duly impressed. She added, “The BOS conference was a great first step toward bringing together the numerous concerns affecting the MAJCOM’s diverse functional areas. I look forward to working with the AF/ILER staff and the other MAJCOM representatives to ensure that the BOS model accurately quantifies this program’s varied needs.”

The conference concluded with Ms. Maldonado thanking everyone for their active participation and with the following charge to the conferees. “We must keep our eyes on the target and stay focused on the BOS vision. Ensuring that the various functions of Base Operating Support are adequately funded will be a constant challenge. With the new BOS model, I think we will make great strides towards making that happen,” she concluded.

By Don Brewer
Colonel, USAF, Retired
435th APS 79 - 82

The folks from the Rhein Main Aerial Port (435th APS & other designations) are looking for any transporters who were assigned to Rhein Main, past or present. We have a temporary web site at <http://communities.msn.com/435APSReunionGroup>. Individuals can contact us by sending a note to that site or by contacting me at don_brewer36@hotmail.com, Chuck Ulmer at CHUlmer@aol.com, or Carole Lail at eventsbycarole@hotmail.com. Any one of us would be very pleased to hear from any transporter we haven't yet contacted who is interested in being identified to this association.

MEEP’S CORNER

AF Management and Equipment Evaluation Program

By Mr. Charles Batchelor
Chief, AF MEEP
Langley AFB VA
DSN: 574 4410
charles.batchelor@langley.af.mil

New Projects

1. Work Lite: (Model 212) Ferret AC Powered 60 and (Model 222) 90 Element Automotive Worklight manufactured by Ferret Instruments, 2128 Yosemite Drive, Lebanon Indiana 46052, and (765) 482-2161. Website <http://www.ferrettiinstruments.com>. The manufacturer claims the new Ferret Worklight is virtually indestructible. It’s shatterproof, waterproof, and even technician proof. It’s so rugged that it’s backed by an unparalleled 5-year lighting element warranty. Test Site: Whiteman AFB, MO. MEEP Project NO., T02-06.

2. Air Hydraulic Bottle Jack: Model 10415 is a 12 Ton Air Operated Economy Bottle Jack manufactured and distributed by Equipment Supply Company (ESCO). The mailing address is 15424 Flight Path Drive, Brookville, Florida 34604, Phone: 1-800-352-9852, Fax: 352-754-4508. Website: <http://www.esco.net>. Go to Website for specifications. Test Site: Langley AFB, VA. MEEP Project NO., T02-10.

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- *****
3. Code Reader: The 3100 OBDII Code Reader is manufactured by Equus Products, Inc Fountain Valley, CA 92708 (714) 433-0121. Website: www.codereader.com. The Code Reader has a large easy-to-read LCD screen. It retrieves both generic (P0) and manufacturer specific (P1) diagnostic codes, and it can link and retrieve codes in less than 10 seconds. Go to Website for more specific details. Test Site: Shaw AFB, SC. MEEP Project NO., T02-11.
- *****
4. Brake Wagon: The Brake Wagon, Model MCMW-1 is manufactured and distributed by Mobile Clean, 926 Tinker Avenue, Vinton VA, phone 1-888-848-5216. Website: <http://www.mobilecleancorp.com>. The Brake Wagon is a solvent free, 15-gallon capacity portable wagon type tank, mounted on quality caster type wheels that make it very mobile. It maintains constant cleaning solution, heats to 118 degrees, and has reusable filters and removable sink for easy cleaning. Test Site: Nellis SFB, NV. MEEP Project NO., ET02-14.
- *****
5. Mini-Max Modular: Mini-Max Modular II Steam Cleaner, Model # 6609.22. PDQ Precision Inc. P. O. Box 99838, San Diego CA 912169 manufactures The Mini-Max Cleaners (858) 581-6370. Website <http://www.minimaxcleaner.com>. All Mini Max Cleaners are a patented new process, which instantly converts distilled, de-ionized water or ARMA-SOL rust inhibitor solution to high-pressure steam vapor on demand, and is easily controllable by the operator. Test Site: Luke AFB, AZ. MEEP Project NO., ET02-02.
- *****
6. T-Rail Flooring System: The T-Rail Flooring System, made by Rumber Materials Inc., 621 West Division Street, Muenster, Texas 76252; phone: 1-877-786-2371. Website: www.rumber.com. The T-Rail Flooring System features Rumber boards (decking on heavy construction trailers) with ¼ inch T-Rail welded to 24-inch cross-members. Rumber boards are made from 100% recycled tires and plastics and is reputed to be an excellent substitute for wood as flooring on equipment trailers. Test Site: Hurlburt Field, FL. MEEP Project NO., C02-04.
- *****

On-Going Projects

These projects are in the final phase of completion. The test results will be publicized in the next issue of the Transformer and the Consolidated Status Report.

1. Tesla Ground Power Unit Model TI1000GPU-24 with optional accessories to include the transport dolly and shipping case. This unit is manufactured and distributed by Tesla Industries INC, 109 Centerpoint Boulevard, New Castle, DE 19720, and (302) 324-8910. Website: <http://www.teslaind.com>. The Tesla Ground Power Unit (GPU) is designed specifically for 24 Volt Military Series Vehicles that provides the advantage of totally portable DC electrical ground power for general maintenance support and remote airfield operations. Test Site: Eglin AFB, FL. MEEP Project NO: T01-21. Project scheduled to be closed late June 2002.
- *****
2. Mid-Rise 6,000 lb Portable Lift: Manufactured and distributed by Mohawk Resources, LTD. 65 Vrooman Ave, Amsterdam, NY 12010, 1-800-833-2006, Fax: 518-842-1289. Website <http://www.mohawklifts.com>. The Mid-Rise 6000 LB Portable Lift is designed for lifting light-duty vehicles. Test Site: Eglin AFB, FL. MEEP Project NO., T02-03. Project scheduled to be closed in October 2002.
- *****
3. Fluid Evacuator: Model 10-15-1071 manufactured and distributed by Vacula Automotive, 212 Ambrogio Drive, Gurnee, IL 60031, phone 1-800-633-8267. Website <http://www.vacula.com>. The Fluid Extractor is a versatile portable vacuum operated fluid evacuator for changing engine oil, transmission fluid, or other fluids quickly and clean. Test Site: Offutt AFB, NE. MEEP Project NO: T02-02. This project will be closed in September 2002.
- *****
4. Compressed Air Dryers: The, Model PRD 50, Air Dryers are manufactured by Sullivan Palatek 3501 W. Dunes Hwy Michigan City, IN 46360. Website http://www.palatek.com/compress_dryers.asp. Test Site: MacDill AFB, FL. MEEP Project NO: T02-05. Scheduled close out month for this project is September 2002.
- *****

Completed Projects

1. What Quits First: An Engine Analyzer manufactured by Lenehan Research, 22721 La Quinta Drive Mission Viego, CA 92691. A hand held analyzer that can be set up and left monitoring the engine at idle, until the fault occurs, causing the engine to quit. Website <http://www.lenehanresearch.com>. Test Sites: Offutt and Whiteman AFBs. MEEP Project NO: T01-17. This unit received

favorable comments, however it did not perform up to expectations. The Engine Analyzer was not recommended for Air Force adoption.

2. Ecological Pulverizing Agents EPA 2000 and EPA 5000, distributed by Environ, LLC, 13810 Lookout Road, San Antonio TX 78233, (210) 590-7750. A. EPA 2000 is a water-based, non-solvent, non-flammable concentrate that releases and cleans petrochemicals from any surface. B. EPA 5000 is a water-based, non-hazardous blend of surfactants, emulsifiers, and low solvents that has been formulated for the cleaning and removal of hydrocarbon sludge from storage containers. This project is scheduled for closure this month. Test Sites: Randolph and Altus AFBs. MEEP Project NO: ET01-22. Neither of these products was recommended for Air Force adoption.

3. Screw Remover and a Center Drill Guide. Lawson Products, Inc., 1666 E. Touhy Ave, Des Plaines, IL 60018-3683, distribute these products. 1-800-448-8985, Website <http://www.lawsonproducts.com>. A. Screw Remover: This is a reusable tool to be used in a variable speed hand drill set for reverse. It can be chucked directly into the drill or held using ¼ inch hex bit holder. B. Center Drill Guide: This new Center Drill Guide System takes the guesswork out of a difficult job often without time-consuming disassembly of parts. The e-z Center System allows for an accurate pilot in a variety of broken bolt positions each and every time. Test Site: Langley AFB, VA. MEEP Project NO., T01-25. Both of these items were recommended for Air Force use and adoption.

4. Electric Brake Bleeder. 2.5 Gallon Electric Brake Bleeder, Model SSBBE2.5 distributed by Power Probe, INC, 225 Viking Ave, Brea, CA 92821, 1-800-655-3585. Website <http://www.powerprobe.de/bld2txt.htm>. This Electric Brake Bleeder holds 2.5 gallons of brake fluid, offering you many brake bleeds without the need for frequent refilling. Test Site: Dover AFB, DE. MEEP Project NO: T01-26.

5. ACCU-Starter Type 2024 SK distributed by Global Power Logistics Inc., 120 South Holiday Road, Destin Florida 32550. Website <http://www.Global-Power.ws>. The ACCU-Starter is a safe compact portable multi-use power supply with reserve energy and is capable of jump-starting large vehicular equipment up to 800 HP. It has an automatic 12/24-voltage selection with power surge protection. Test Site: Eglin AFB, FL. MEEP Project NO: T01-31. This item was recommended for Air Force use and Adoption.

Information about all MEEP projects can now be found in the Consolidated Status Report on the HQ USAF/ILT web site <http://www.il.hq.af.mil/ilt/iltv.html>. Please address MEEP questions to: Mr. Charles Batchelor, DSN: 574-4410/4408. COMM: (757) 764-4410/4408. FAX: 4415. E-Mail: charles.batchelor@langley.af.mil or Mr. James Harley, Mr. Russell Craig, Mr. Ronnie Ward or Mr. Jeffrey Grages. Use the same telephone and e-mail extensions for all. Please join us in welcoming Mr. Jeffrey K. Grages to the AF MEEP. Mr. Grages is a former transporter who retired from the Air Force in 1995.



PUBLISHER

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THE TRANSFORMER

PROGRAM MANAGER

JPPSO-SAT/ECAF
Mr. Al August
DSN PHONE: 954-4227
Toll Free: 800-599-7709, ext 4227
DSN FAX: 954-4257
Commercial FAX: (210) 321-4257
alfred.august@jppsosat.randolph.af.mil

HOW TO SUBMIT ARTICLES

Articles can be about quality initiatives, lessons learned, PAT results, etc. The crosstell you originate should be an action that has had some results, positive or negative.

Articles may be submitted by...
(1) Email. (2) Fax. (3) Mail disk with article in plain text or Word.
(4) Mail hard copy of article.
All articles must be submitted through your MAJCOM POC, listed on this page.

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MAJCOM POCs

ACC/LGT: Mr. Curtis L. Smith
HQ ACC/LGTT
DSN PHONE: 574-4779/2639
DSN FAX: 574-0508
Curtis.smith@langley.af.mil

AETC/LGT: SMSgt Rudi Zayas
Command Air Trans Manager
HQ AETC/LGTR
DSN PHONE: 487-3606, Ext 3
DSN FAX: 487-6827
Rudi.zayas@randolph.af.mil

AFMC/LGT: Capt Justin Lavadour
HQ AFMC/LGTT-R
DSN PHONE: 787-8131
DSN FAX: 787-3371
Justin.lavadour@wpafb.af.mil

AMC/LGT: TSgt Timothy M. Clear
Command Readiness NCOIC
HQ AMC/LGT
DSN PHON: 779-3147
DSN FAX: 779-4500
Timothy.clear@scott.af.mil

AMC/DO: TSgt Catherine Richardson, or MSgt Lori Sega
HQ AMC/DOZ
DSN PHONE: 779-2977/2453
DSN FAX: 576-6468
catherine.richardson@scott.af.mil
lori.sega@scott.af.mil

AFSOC/LGT: MSgt Laita Snapp
HQ AFSOC/LGTV
DSN PHONE: 579-2516
DSN FAX: 579-5063
snappl@hurlburt.af.mil

AFSPC/LGT: Capt Richard H. Fillman
HQ AFSPC/LGTR
DSN PHONE: 692-3171
DSN FAX: 692-5667
Richard.fillman@peterson.af.mil

PACAF/LGT: MSgt Donnie Lee
HQ PACAF/LGTV
Hickam AFB HI
DSN PHONE: 315-449-6303
DSN FAX: 449-5709
Donnie.lee@hickam.af.mil

USAFE/LGT: MSgt Al Stephens
HQ USAFE/LGTT
DSN PHONE: 480-6327/6321/7368
DSN FAX: 480-6320
albert.stephens@ramstein.af.mil

AFRC/DO: MSgt Tom Johnson
HQ AFRC/DONR
DSN PHONE: 497-1715
DSN FAX: 497-0404
thomas.johnson@AFRC.AF.MIL

AFRC/LGT:
HQ AFRC/LGTT
DSN PHONE: 497-1697
DSN FAX: 497-1705
phillip.little@afrc.af.mil

ANG/LGT: Maj Michelle Raffetto
ANG/LGTR
DSN PHONE: 278-8511
DSN FAX: 278-8481
Michelle.raffetto@ang.af.mil

Visit our site on the World Wide Web: <http://jppso-sat.randolph.af.mil/>